

CABINET

8 MARCH 2022

COUNCIL PLAN PERFORMANCE MONITORING REPORT AND RISK REGISTER QUARTER 3 2021/22

Portfolio Holders: Councillor Adrian Gulvin, Portfolio Holder for Resources
Councillor Gary Hackwell, Portfolio Holder for Business Management

Report from: Phil Watts, Chief Finance Officer

Author: Children and Adults – Directorate Management Team
Regeneration, Culture and Environment – Directorate Management
Team
Public Health
Business Support

Summary

Medway's Council Plan 2021/22 sets out the Council's three priorities. This report and appendices summarise how we performed in Q3 2021/22 on the delivery of these priorities and the actions we are taking to improve performance.

This report also presents the Q3 2021/22 review of strategic risks.

1. Budget and policy framework

- 1.1. The Council Plan 2021/22 was agreed at Full Council in February 2021. It sets out the Council's three priorities and six values which aim to deliver these priorities. It includes the measures we use to track performance. These measures are refreshed annually.
- 1.2. Risk management is an integral part of good governance. The Council recognises that it has a responsibility to identify and manage the barriers to achieve its strategic objectives and enhance the value of services it provides to the community. The Cabinet has responsibility to ensure the effective operation of risk management in the Council. The Strategic Risk Register ensures that all relevant key risks are recorded and mitigating actions are monitored. The Strategic Risk Register is reviewed on a quarterly basis and presented alongside Council Plan Performance Monitoring to support informed decision making.
- 1.3. This report summarises Council Plan performance and presents the updated Strategic Risk Register for quarter 3 2021/22. It will also be presented to:

Children and Young People Overview & Scrutiny	03 March
Health and Adult Social Care Overview & Scrutiny	10 March
Regeneration, Culture and Environment Overview & Scrutiny	22 March

- 1.4. On this occasion, due to timetabling, this report will be presented to Children and Young People Overview & Scrutiny committee ahead of Cabinet.

2. Background

- 2.1. Summaries of the performance of the programmes supporting each of the Council's priorities, and the actions we are taking to improve performance, can be found in:

Appendix 1 Council Priority: People
Appendix 2 Council Priority: Place
Appendix 3 Council Priority: Growth
Appendix 4 Values

- 2.2. Risk owners have reviewed and updated their risks which have subsequently been reviewed and agreed by the Strategic Risk Management Group (SRMG) on 11 January 2022 and Corporate Management Team (CMT) on 26 January 2022. The revised Strategic Risk Register can be found in Appendix 5: Strategic Risk Register.

- 2.3. SRMG and CMT considered the following:

- 2.3.1. SR37: Cyber Security. The current and inherent risk scores were increased to AI (from CI) to reflect the high probability of a cyber-attack (even with stringent mitigations in place).

- 2.3.2. SR17: Delivering Regeneration. At Business Support O&S on 25 November 2021 members requested SRMG to consider whether the Local Plan should be a risk on the strategic risk register. At SRMG on 11 January 2022 and at CMT on 26 January 2022 it was agreed that the Local Plan was sufficiently reflected in mitigating action SR17.05.

- 2.4. SRMG and CMT have reviewed strategic risks that have reached the risk threshold of CII. The following risk which has reached the threshold was proposed to be removed from the strategic risk register and returned to directorate monitoring:

- 2.4.1. SR35: Homelessness. The current risk score is DIII. SRMG felt that given the robust actions in place to manage homelessness, this risk should be removed from the strategic risk register and be monitored by the directorate.

- 2.5. Due to the nature of the risks, the current pandemic environment, and care cap changes, SRMG and CMT felt that the following risks should remain on the strategic register even though they have reached the threshold of CII:
SR02: Business Continuity and emergency Planning, SR36: Alternative Delivery Models, and SR49: Income reduction due to Covid19.

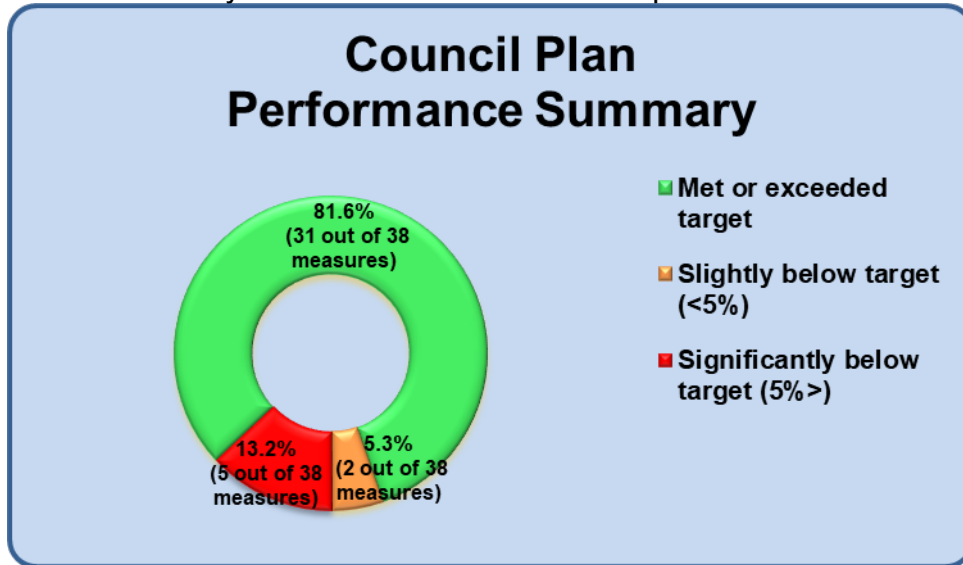
- 2.6. This table summarises the 15 programmes which support our 3 priorities and 11 outcomes. It also shows the six overarching values which we use to deliver all of the above.

VALUES		
Financial Resilience		
Digital Enablement		
Working together to empower communities		
Creativity and Innovation		
Tackle Climate Change		
Child Friendly		
PRIORITIES		
PEOPLE Supporting Medway's people to realise their potential	PLACE Medway: a place to be proud of	GROWTH Maximising regeneration and economic growth
<p>OUTCOME Healthy and active communities 1 Improving everyone's health and reducing inequalities</p> <p>OUTCOME Resilient families 2 Together we can – Children's Services Improvement Plan 3 The best start in life</p> <p>OUTCOME Older and disabled people living independently in their homes 4 Improve support for vulnerable adults by working with partners and communities</p> <p>OUTCOME All children achieving their potential in schools 5 Raising aspiration and ambition</p>	<p>OUTCOME A clean and green environment 6 Enhancing public realm, street scene and green spaces</p> <p>7 Replacing Medway's streetlights</p> <p>8 Improve air quality in air quality management areas in Medway</p> <p>9 Climate Change</p> <p>OUTCOME Medway on the Map 10 Medway, a great place to live, work, learn and visit</p>	<p>OUTCOME A strong diversified economy 11 Inward investment and business growth</p> <p>OUTCOME Residents with jobs and skills 12 Jobs, skills and employability</p> <p>OUTCOME Preventing homelessness 13 Preventing homelessness</p> <p>OUTCOME Delivering new homes to meet the needs of Medway's residents 14 Delivering new homes to meet the needs of Medway's residents</p> <p>OUTCOME Getting around Medway 15 Tackle congestion hotspots by transport and public realm improvements</p>

3. Summary of performance – all measures

3.1. Council Plan – all measures

There are 50 Council Plan measures for 2021/22. We are reporting on 39 as 2 measures are data only and 9 are not available this quarter.



Improved performance

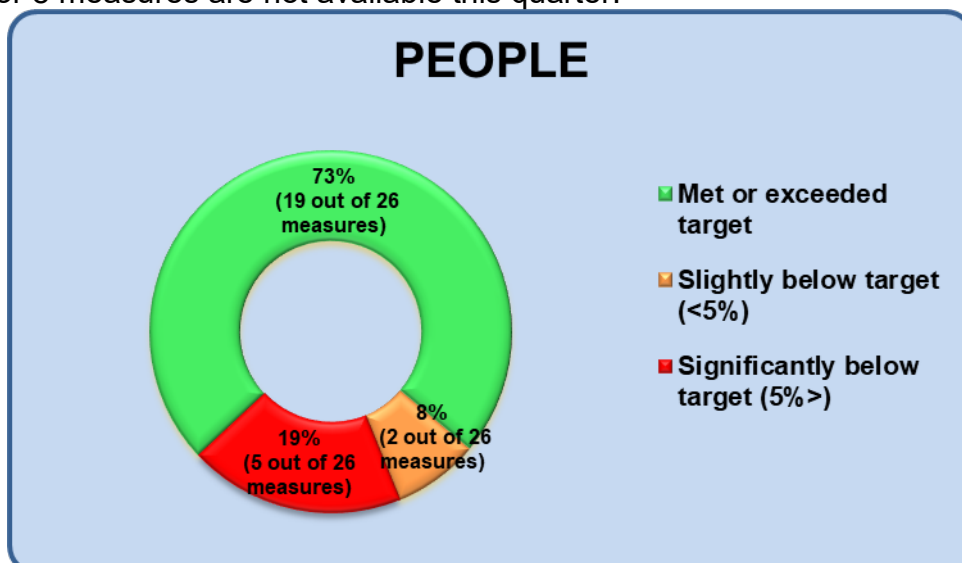
- 61% (19 out of 31*) improved short term (since last quarter)
 - 53% (18 out of 34*) improved long term (average of previous 4 quarters)
- *where data available

4. Performance summary – by Council Plan priority

This section includes performance highlights supporting the Council priorities and values. It also includes how we compare with national performance (benchmarking). Full details are provided in Appendices 1-5.

4.1. Priority – People

There are 34 Council Plan measures for this priority. We are reporting on 26 as data for 8 measures are not available this quarter.

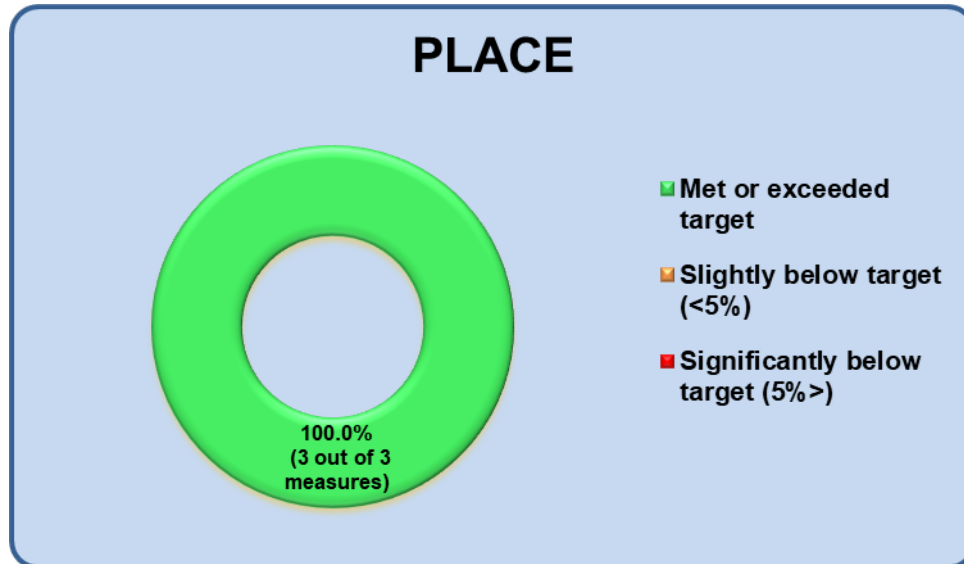


Improved performance

- 38% (10 out of 26*) improved over the short term (since last quarter)
 - 42% (11 out of 26*) improved long term (average of previous 4 quarters)
- *where data available

4.2. Priority – Place

There are 3 Council Plan measures for this priority.

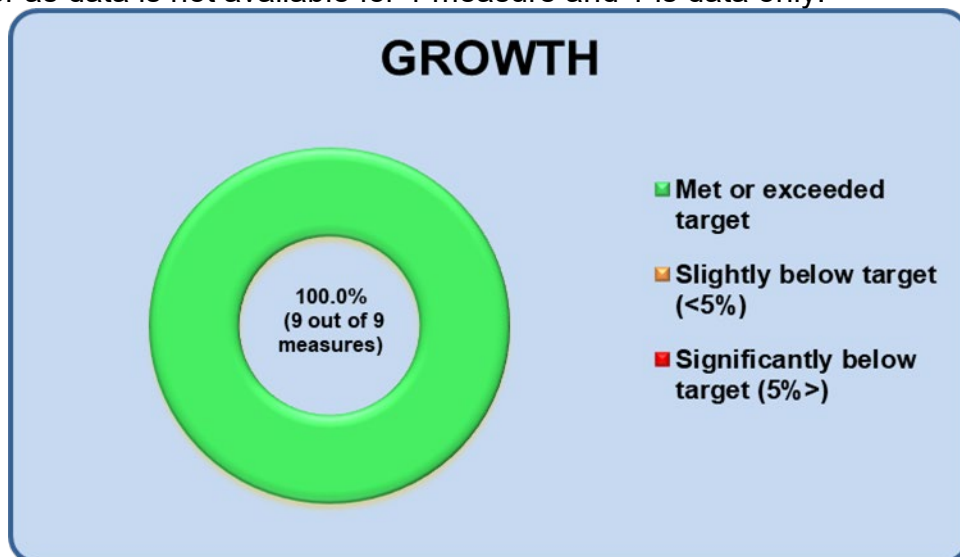


Improved performance

- 100% (3 out of 3*) improved over the short term (since last quarter)
 - 33.3% (1 out of 3*) improved long term (average of previous 4 quarters)
- *where data available

4.3. Priority – Growth

There are 11 Council Plan measures for this priority. We are reporting on 9 this quarter as data is not available for 1 measure and 1 is data only.



Improved performance

- 56% (5 out of 9*) improved over the short term (since last quarter)
 - 56% (5 out of 9*) improved long term (average of previous 4 quarters)
- *where data available

5. Values

5.1. Performance Summary – Council Plan measures

There are 2 Council Plan measures (Digital Take Up and Unmodified VFM Conclusion from external auditors).

6. Risk management

6.1. Implementation of a performance management and risk framework allows the council to evidence how successful it is in achieving against its stated objectives, and for residents it provides genuine accountability on how successfully the council is administering its resources. The risk of inaccurate data being reported to Members is minimised through authorisation by Directorate and Corporate Management Teams. Assurance can therefore be placed on the accuracy of data used to assess performance. By reporting to Members, the risk of poor performance not being identified or addressed is minimised.

6.2. The Risk Management process helps the Council understand, evaluate and take action on all their risks. It supports effective decision making, identification of priorities and objectives and increases the probability of success by making the most of opportunities and reducing the likelihood of failure.

6.3. The Council's Risk Management Strategy incorporates and:

- promotes a common understanding of risk.
- outlines roles and responsibilities across the Council.
- proposes a methodology that identifies and manages risk in accordance with best practice thereby seeking to prevent injury, damage, and loss.

7. Financial and legal implications

7.1. There are no direct finance or legal implications arising from this report.

8. Recommendations

8.1. The Cabinet is asked to note the Q3 2021/22 performance against the measures used to monitor progress against the Council's priorities.

8.2. The Cabinet is asked to agree the Strategic Risk Register set out at Appendix 5 to the report.

9. Suggested reasons for decisions

9.1. Regular monitoring of performance and risks by management and Members is best practice and ensures achievement of corporate objectives.

Lead officer contact

Lesley Jones, Corporate Performance Lead

Telephone: 01634 332472

E-mail: lesley.jones@medway.gov.uk

Appendices

- Appendix 1 Council Priority: People
- Appendix 2: Council Priority: Place
- Appendix 3: Council Priority: Growth
- Appendix 4: Values
- Appendix 5: Strategic Risk Register

Background papers

Council Plan 2021/22